



WORKFORCE VISION

A NEWSLETTER FOR COUNTY OF ORANGE EMPLOYEES

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ACCOUNTABILITY

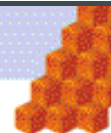
EFFICIENCY

RESULTS

DEPARTMENT TEAMS TALK

About PIP

STAYING *in* STEP



During the recent Countywide PIP Goal Assessment interviews, employees, supervisors, and reviewers expressed how PIP has motivated teams, helped to increase collaboration in their units, improved operational efficiencies, and provided opportunities for employees to advance their skills. Two of these teams are highlighted below. (Read more on PIP Goal Assessment in the following article: [Countywide Assessment Shows High PIP Approval](#)).



Public Facilities & Resources Department Operations and Maintenance

Front row from left: J. Treme Ohanesian, David Gaipo, Jim Hoskins, Ed Flohra

Back row from left: Shane Lindzy, Rick Fleager, Alex Ortega, Nick DeVroede

Public Facilities and Resources Department (PFRD) Operations and Maintenance

The Operations and Maintenance division of PFRD is responsible for a variety of jobs, which involve keeping our County bridges and roads safe, preventing flooding during the rainy season, providing emergency response after strong winds, fires, and earthquakes, and a host of other maintenance functions.

Team members say PIP is a motivator and helps them do their jobs more effectively. "It gives us incentive to do a better job, and that makes a big difference," said Alex Ortega. Coworker Shane Lindzy finds that, "PIP gives the team focus and helps us achieve higher standards on the job." When asked whether PIP was helping PFRD achieve its business objectives, unit reviewer Rick Schooley responded, "We're more productive because of PIP. Employees are working on concrete, tangible goals that produce results. PIP is an incentive. It encourages everyone to work harder and get more accomplished."

Rick was particularly proud to report that PIP played an important role in the rebuilding of Como Channel after being severely damaged during the El Niño storms. Employees in the unit developed PIP goals that contributed to its restoration and repair.

The Mission of the Public Facilities & Resources Department (PFRD) is to provide, operate, and maintain quality public facilities and regional resources for the people of Orange County. In this capacity, PFRD is responsible for a significant portion of what contributes to the quality of life for Orange County residents.

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Remittance and Cashiering Division

Left to right: Laurel Davies, Walter Daniels, Kamal Singh, Gary Cowan

Treasurer/Tax Collector

"We are committed to providing high quality service to Orange County residents, and PIP has helped us fulfill this commitment," said Gary Cowan, Assistant Tax Collector and unit reviewer. Division Manager Walter Daniels discussed how PIP has helped to improve operational efficiency by increasing the usage of the online tax payment system, Automatic Clearinghouse (ACH). ACH is a fast and convenient way for Orange



Treasurer/Tax Collector (Continued)

County residents to pay their taxes. The system ensures that payments are received on time, which is important for investment purposes. Walter was pleased to disclose how PIP has increased the number of online payments by 30% for businesses owing sums greater than \$50,000.

Other important benefits of PIP were discussed such as cross-training and skill-building opportunities, and improved communication within their unit. "I really like the PIP process, because you know what's expected of you and it gives you direction. I prefer this evaluation system to the old one," said Kamal Singh. "PIP has truly fostered collaboration. It breaks down walls, and unites everyone as a working team, rather than just people who work in the same room together," said Laurel Davies.

The Mission of the Treasurer/Tax Collector office is to provide efficient and effective investments, cash management, and property tax collection services for the County, cities, special districts, and school districts.

Congratulations to the employees of Treasurer/Tax Collector and PFRD for your outstanding teamwork and commitment to County objectives. It is through your dedicated efforts that the County is achieving excellence!

Countywide Assessment Shows **High PIP APPROVAL**

Since the inception of PIP, we have consistently asked for employee feedback about PIP through surveys, PIP Mail, PIP Hotline, Breakfast Briefings, and Town Hall meetings. Your feedback has enabled us to assess how PIP is working and implement positive changes and enhancements.

During the months of February and March 2003, a PIP Goal Assessment Team from CEO/Human Resources visited worksites throughout the County to meet with employees and hear firsthand how the collaborative goal setting process is going, how well we're meeting the business objectives of the County, and to assess the overall quality of goals submitted.

How was the goal assessment conducted?

First, we randomly selected approximately 5% of the supervisors from each County Agency/Department. Then, with the help of your Human Resources teams, we identified the reviewers and employees who make up those teams. In all, 85 employee-supervisor-reviewer teams were interviewed - a total of 393 employees Countywide.

What did we learn?

In talking to employees, supervisors and reviewers, and in evaluating over 400 goals that were provided by employees, we learned that:

- There is a high level of satisfaction with the goal setting process
- There is a high level of satisfaction with PIP goals
- The goals are contributing to increased efficiency, effectiveness and quality service delivery (See chart below)

Summary of Responses to PIP Assessment:

REVIEWER	MODERATE TO HIGH	LOW
Quality of Goal Setting Process	99%	1%
Quality of the Collaboration	99%	1%
Level of Measurable Benefits	96%	4%

SUPERVISOR	MODERATE TO HIGH	LOW
Level of Satisfaction with Process with Reviewer	98%	2%
Level of Satisfaction with Process with Employees	96%	4%
Overall Quality of Goals Set	87%	13%

EMPLOYEE	MODERATE TO HIGH	LOW
Satisfaction with Process	93%	7%
Satisfaction with Goals	97%	3%



Countywide Assessment Shows High PIP APPROVAL (Continued)

We found that approximately 84% of the goals set are achieving Agency/Department business objectives, and 89% are performance based. However, we also found that only 72% are SMART (See chart below), and many employees, supervisors, and reviewers are concerned about “running out of ideas for new PIP goals.”

Summary of Goal Audit:

PERFORMANCE-BASED		SMART		LINKED TO BUSINESS OBJECTIVES	
Yes	No	Yes	No	Yes	No
89%	11%	72%	28%	84%	16%

Summary:

While the overall results show a high level of satisfaction with PIP, the feedback also shows that more can be done to ensure that goals are linked to business objectives. As a result, goal setting classes are in the process of being revamped. In addition to talking about goals, employees, supervisors, and reviewers also had a number of positive comments about PIP in general. (See comments below).

Employees, Supervisors, and Reviewers Speak Up On PIP:

HCD Supervisor: *It's turned out to be a good process. There was reluctance at first, but the best thing that has happened as a result, is that we are connecting people to the big picture.*

IWMD Employee: *PIP goals provide an opportunity to communicate in advance. It puts the responsibility on me to accomplish things.*

SSA Supervisor: *It is a great program! It helps staff grow and helps the Department improve.*

OCERS Supervisor: *We have achieved higher benefits from PIP goals than we expected. It helps us to do a better job.*

HCD Employee: *It's a great program. Everyone is happy about the incentive part, of course, but we also get to help each other at being even better at what we do.*

Registrar of Voters Reviewer: *It has really helped employees to develop skills, and given them more independence, creativity, and innovation.*

Probation Employee: *My goal enabled me to motivate minors to learn culinary skills in order to become a productive person in society.*

PFRD Supervisor: *Employees have acquired skills to perform work they couldn't do before. Skill levels have increased and staff have more pride in the work they do.*

HCA Employee: *My PIP goals help me and others. It makes you better at what you do.*

JWA Reviewer: *I have a much stronger team now. I see a better attitude among the team and an exchange of information in both directions. Employees have more enthusiasm and this benefits the organization.*

SSA Supervisor: *PIP is great. I love it!*

PFRD Employee: *I am very happy with the program. It is highly motivating – I wouldn't change a thing!*

Co Co Supervisor: *We have really good communication and collaboration. The reviewer comes up with really good ideas and so do employees.*

Thanks to everyone who participated in the PIP Goal Assessment! Your feedback demonstrates how well PIP is working and how much is being achieved through PIP goals.



T R A I N I N G

OPPORTUNITIES

PIP Improvement Plan Training for Supervisors and Reviewers

There's still time to sign up for Improvement Plan training! This course is highly recommended for anyone currently working with an employee on an Improvement Plan, and is mandatory if you're considering using an Improvement Plan. To enroll, visit <http://olt.ocgov.com/>.

The Leadership Challenge: Bringing Out the Best In YOU (BOBY)

Due to the overwhelming popularity of BOBY, the course is full through 2003. Look for the 2004 course announcement in the fall issue of *Workforce Vision*. BOBY is designed specifically for *non-supervisory, non-management* County employees. If you are enrolled in an upcoming course and are not able to attend, please log on to the Online Training Registration Website to cancel your registration. <http://olt.ocgov.com/>. This will allow others an opportunity to enroll in the course.

The Leadership Initiative

Will you soon be moving into a supervisory or managerial position? Would you like to explore new leadership perspectives with like-minded colleagues? Are you a manager or supervisor looking for a developmental goal for PIP or MPP? If so, sign up for Leadership Excellence and Development (LEAD)! In this 2-day course, you will learn new leadership skills and techniques that you can apply on the job - everything from fulfilling a MPP or PIP goal to creating a more productive, enjoyable work environment. Take The Leadership Initiative and give yourself the leading edge!

There are five LEAD classes remaining in 2003, so hurry and enroll today! To sign up, just log on to online training at <http://olt.ocgov.com/>.

Making it **REAL**



LAUGHTER IMPROVES *Workplace Performance?*

Humor is one of the most effective means of communication. Why do you think most presenters open with a joke? They recognize that laughter will ease their audience and make them more responsive and attentive. The effective use of humor in the workplace can improve your performance in a number of ways:

Humor revitalizes

Laughter and smiling actually increase your heart rate and blood flow, causing you to be more alert, more energetic, and more attentive. A well-placed laugh during a challenging day can offset even the most difficult of tasks or projects.

Humor is an optimal team builder

During a long or complex meeting, laughing can revitalize your team. When the team gets stuck on a problem or issue, a break for a laugh can help clear your mind, and improve team synergy and morale.

Humor helps when presenting information

During a presentation, humor can help accentuate your key points. A funny story can be extremely effective when it has a relevant point. You are guaranteed to get a few laughs as well as involve people more effectively.

-Adapted from "Using Humor Effectively at Work" by Todd Callen, Morale Factory



Increasing Effectiveness at **Work**

Would you like to find ways to energize your work and increase your productivity? An invigorated workplace will help you feel more motivated, improve teamwork, and help you be more effective on the job.

This can be accomplished by:

Identifying your interests – discover what your passions are, and incorporating them into your daily routine and job responsibilities. You are at your best when you are doing something you love.

Suggesting improvements – provide suggestions that will improve the work environment. Your ideas can make a difference, so make sure they are expressed.

Brainstorming with coworkers - discuss ideas out loud. Encourage everyone to share all their ideas, even the “silly” ones. Ideas put forth lead to more ideas, and just keep building from there.

Taking a “fun” break. When you feel “stuck” on a project, taking time to share a laugh with a coworker or taking a walk outside allows you to regroup and refresh your mind, and can lead to renewed creativity.

Following these simple tips will revitalize you and improve your effectiveness at work.

-Adapted from “A Workplace Without Turnover? Making It A Reality” by Susan H. Sorrells, EPS - Employment Practices Solutions

WAYS to Improve

WORK PRODUCTIVITY



A number of studies have proven that when employees enjoy their work, they are more productive. Equally important, customers enjoy doing business with cheerful employees.

Use the following three principles to help develop a positive workplace and increase productivity.

Set Clear Expectations

When working without clear expectations, employees may try their best, but quickly get frustrated from redoing poorly defined projects. Therefore, it is important to clarify expectations in your own mind and then communicate those expectations to employees. When managers set clear expectations for what constitutes good performance, employees are more productive and enjoy what they are doing.

Improve Team Communication

Most employees are not well trained in providing constructive criticism or participating in group problem solving. Developing a work team which understands how to effectively communicate with each other can lead to more productive meetings and a more satisfying work environment. It is essential that leaders hone these skills and model them with employees.

Set Priorities

Begin by identifying critical objectives for your department and team. Next, determine which activities will move you closer to your objectives. Follow through by encouraging staff to set their weekly priorities around the organization's goals. When everyone understands the big picture, there is more commitment to achieving objectives.

-Adapted from “Ways to Put the Fun Back in Your Business” Gene C. Mage, Soaring Oaks Consulting, Inc. www.makingitwork.com



Enhancing ORGANIZATIONAL PERFORMANCE

When employees perform better, the overall performance of the organization is enhanced. Here are a few ideas to help improve the work environment:

Recognize and celebrate

This means noticing what people do. Paying attention. Has your work group just finished a big project or an intensive training session? Has someone gone out of their way for a customer? Let them know. Say thanks. Big week? Bring munchies, and offer a sincere compliment and word of thanks. Celebrate what's been accomplished, even the little milestones. Make recognition and celebration an integral part of your work culture.

Engage people

Great ideas and innovations do not occur in a vacuum. Look for ways to engage people, bring them together, get them talking and share experiences. It's a way to challenge, refresh, and reenergize ourselves. A casual attempt to encourage participation is not enough; it's important to fully connect people with each other and pull them toward a collective goal.

Laugh out loud

Science has shown the value of laughter and its relationship with physical and mental well being. During team meetings, trainings, or seminars, allow time for some entertainment. When you are able to get the group laughing, they'll be more alert and interested in the topic.

Appreciate employees

Don't be satisfied with just having phrases about the value of employees contained in the organization's mission statement. Look more critically. Ask yourself: is the way we conduct work consistent with our belief that people here matter? Have we made employee recognition a priority? Take time each and every week to closely observe your practices to ensure they back up the organization's mission.

-Adapted from "What's Fun Got to Do With It?" by Terri A. Deems, WorkLife Design, vitalwork.com



LMCs – your resource for workplace change!

Are You Living THE COUNTY'S VALUES? *Part I of III*

How Can You Contribute To The County's Success?... By living County values.

Living County values means walking the talk and doing what we say we're going to do. It means achieving results to meet the needs of our Orange County community!

What Are County Values?

Values are a stated preference of ideals, behaviors and outcomes. The County has 3 key values:

EFFICIENCY | ACCOUNTABILITY | RESULTS



Are You Living THE COUNTY'S VALUES? (Continued)

What These Values Mean

Efficiency: the degree to which we are effective in bringing about a desired result without waste

Accountability: being accountable or answerable for what we do

Results: delivering quality service consistent with our mission, vision, and goals

Are You Living County Values?

Understanding County values and living them are two different things. Below are some examples of behaviors and outcomes of an employee living these values.

Behaviors of an Efficient Employee:

- Looks to improve or streamline how work gets done
- Improves processes or removes unnecessary processes for maximum effectiveness

The more efficient we are, the more time, energy and money we save, which translates into greater results!

Behaviors of an Accountable Employee:

- Accepts responsibility for actions and decisions that he or she makes
- Approaches work based on the obligation and willingness to be answerable
- Takes responsibility for errors that are made and sees them as learning opportunities

When we are accountable, we improve operations to maximize results

The Behaviors a Results Oriented Employee:

- Understands the business objectives of the organization and aligns performance with those objectives
- Sees a need, and takes responsibility to make things happen
- Focuses on outcomes

When we are results oriented, we are accountable, efficient and effective in producing desired results.

Accountability + Efficiency = Results

LMCs Living County Values

The County Labor Management Committees (LMCs) are committed to supporting and implementing County Values. By applying these values in the County's cost reduction efforts, LMCs have played a pivotal role in providing proactive solutions to budget challenges. Being efficient, accountable and achieving results are what LMCs are all about. The LMCs continue to model behavior that all County employees embrace in order to move us closer to achieving our organizational goals and meeting the current and future needs of the community.

In Coming Issues:

Part II & III of "Are You Living The County Values?"

- Living the County Values to Provide Proactive Solutions to Budget Challenges
- The Total People Involvement Approach to Doing Business Better and MORE!



James W. Silva
Vice Chair of the
Board of Supervisors
2nd District

The County's Success Depends on YOU!

As I am sure you are aware, virtually every city and county in the State of California is currently facing extraordinary financial challenges, and the County of Orange is no different. The Board of Supervisors realized nearly a year ago that, faced with a lengthy downturn in the economy and the looming State Budget Crisis, we would need to implement creative, proactive, and multi-pronged strategies if we were to be successful in meeting those challenges. In looking at the projected budget shortfalls for 2003-2004, we knew it would be necessary to take bold steps and be decisive in our actions.

But, where would we begin? In part, we turned to an important County guiding principle - **Value Our Workforce**. We recognized that County employees are closest to where and how County services are delivered. We realized that if we truly wanted to streamline government, deliver services more effectively, eliminate waste, and seek opportunities for cost reductions and revenue generation, we needed to ask each one of you to partner with us in that endeavor.

With that in mind, last fall you were invited to participate with your department Labor-Management Committees (LMCs) in a Budget Reduction Process. We sought your ideas and suggestions for creating efficiencies, cost reductions, and revenue generation. And, you accepted the challenge by submitting over 1,000 ideas. Since that time, your Department Heads and LMCs have been working to evaluate the feasibility of implementing those ideas. Many of your suggestions have been implemented resulting in an estimated \$3.8 million in savings! Many more ideas are still being evaluated, and your LMCs continue to gladly receive any additional ideas you may have.

Throughout my career, I have been an outspoken advocate on the importance of valuing employee contributions, and I sincerely believe our County employees are one of our greatest resources. On behalf of the Board of Supervisors, I want to thank you for your hard work, valuable contributions, and ongoing efforts to help provide the best services possible.

In closing, I am proud to announce that the CEO has nominated the LMC Budget Reduction Process for a 2003 California State Association of Counties Challenge Award - a competition that recognizes the innovative achievements of California county governments. This nomination reflects the pride we take in our County employees and their willingness to be part of the solution. Regardless of the outcome of this nomination, I want to express how proud your Board is of your tireless efforts to provide excellent government in Orange County. Thank you for all you do - each and every day. It could not be done without you.

The County of Orange Mission Statement

The County of Orange is a collection of dedicated, public-spirited individuals, who together comprise a regional service provider and planning agency committed to maximizing resources and improving the quality of life for residents in Orange County. Our core businesses are public safety, public health, environmental protection, regional planning, public assistance, social services and aviation.